



When the U.S. Embassy in Saigon was bombed in 1965, the job of cleaning up the mess, and later designing and building a new, more secure embassy, was primarily an administration and support function.

Milk, butter, some meats, vegetables, and ice cream are regularly purchased in Helsinki and shipped to Moscow. Particular emphasis is placed on arranging obstetrical care for wives and pediatric treatment for their youngsters.

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The Foreign Service Institute not only trains American diplomats in Washington, where it was established in 1946, but also teaches some 50 languages part-time at 200 posts around the world and full-time at branches in Rio de Janeiro, Beirut, Taichung, Yokohama, and Tangier.

Least obtrusive of all administrative services is security, which the Office of Security manages from Washington through 50 regional security officers. The regional security officers must depend on the day-to-day help of the embassy administrative officers,

and they, in turn, on the 900 Marine Corps security guards in nearly 100 posts in 86 countries.

Marines and the Foreign Service began their association in 1868 when a contingent of 25 Marines from U.S. naval ships in Yokohama harbor was brought ashore to protect the American diplomatic post and American lives during a period of civil strife in Japan.

Besides security, the administrative officer also is responsible for the related service of communications and in that capacity deals frequently with such members of the Diplomatic Courier Service as Henry E. Coleman and Al Frazier. Coleman was aboard the *SS Western Prince* in 1940 when it was torpedoed and sunk. He abandoned all except his mail, took charge of a lifeboat, and eventually made his way to London, mail intact.

Germans boarded the train on which Frazier was fleeing Yugoslavia just prior to the U.S. entry into World War II and demanded his pouches. He could set off a dyna-

mite charge in the pouches if forced to yield them, Frazier said, and so the Germans let him go.

Unusual assignments fall naturally to the embassy's housekeepers. In Bonn, for example, the administrative officer is what amounts to principal of the Bad Godesberg American School, which the Army operates with building and equipment provided by the Embassy. Our Embassy in Copenhagen has bought as much as \$250,000 worth of Danish furniture in a year for embassies as far away as Addis Ababa and for individuals posted in New Delhi.

Paris is the home base of a Regional Finance Center which began modestly in the fall of 1959 to make up the payrolls for all American agencies in that city. The RFC soon added the payrolls in Germany and Italy and now pays 11,000 employees, both American and local, of more than a dozen agencies in 42 countries of Europe and Africa.

The center pays bills in more than 30 currencies and writes checks on 49 bank accounts. More importantly, it has saved the Government more than \$200,000 a year by eliminating some of the payroll and fiscal jobs at embassies in the countries served.

Taking the RFC idea a step or two forward, the Department has set up a half a dozen centers in Africa which not only handle money but almost all other administrative services. CAMO, the centers are called, for Consolidated Administrative and Management Organization. It began with a CAMO center in Freetown, Sierra Leone, in August 1962, set up to take care of all agencies in five posts.

Now the WACASC (for West African Consolidated Administrative Service Center) in Lagos, Nigeria, serves 24 posts in 18 countries. Places which once had to wait up to 6 months for supplies to get from a port to the interior routinely receive such items as diapers, office machines, and medicines in 21 days.

In Tel Aviv, to ease the United States bal-

ance-of-payments problem, the administrative section helped work out ways to use Israeli pounds to pay U.S. expenses. The pounds had piled up in the U.S. Treasury as Israelis paid for goods and repaid loans granted under AID and MAAG programs. The Embassy arranged to use pounds for the fares of Americans arriving in Israel, repairs to U.S. aircraft, and the printing of many thousands of pamphlets and books for USIA printing contracts in Israel.

But the biggest saving came from a plan to pay pounds to U.S. pensioners in Israel, annuitants of the Veterans Administration, the Railroad Retirement Board, Civil Service, and Social Security. It was a big new workload for the Embassy's fiscal office. But it reduced the dollar drain by \$1.3 million a year.

One interesting aspect of the personnel work of the administrative officer is maintenance of local staffs.

Thousands of local employees work for U.S. embassies and consulates all around the world. Their devotion is remarkable, their salaries are good by local standards, and the cost of replacing them with U.S. citizens would be prohibitive.

It is the local employees who provide continuity in establishments where American officers come and go. Their knowledge of regional customs and laws is invaluable, and often, like Miss Naida Khoury who worked for many years in the consulate in Jerusalem, they command several tongues, including English.

The brothers Humberto and Carlos Camilloni together served more than 75 years in the Embassy in Lima as experts on economic and commercial affairs. Chan Hiang Koon, who went to work for the consulate general in Singapore in 1958, saves the United States Government an estimated \$80,000 a year in discounts on purchases for posts scattered throughout South and Southeast Asia as far away as Karachi.

It is a rare post, indeed, which can't point to some local employees as part of the backbone of the organization.

The work of the administrative officer can contribute a great deal to the success of the United States mission. In one dramatic case, a spontaneous act of courage by an American property and supply officer in our Embassy in Khartoum probably accomplished as much as a multimillion dollar program in drawing Sudanese and Americans together.

On May 18, 1963, a flash gasoline and oil fire broke out in the grease pits of the commercial garage adjacent to the Embassy warehouse. Two Sudanese were trapped in the pits. Ex-Marine Michael Frandock, the administrative officer, scaled the fence between the Embassy property and the garage, carrying a fire bucket filled with sand. He quickly organized a bucket brigade from the warehouse to pass sand and chemical extinguishers to him over the fence. Battling the blaze singlehandedly, he reduced the intensity of the fire; then, risking his own life, he leaped into the still flaming pit to bring out the two Sudanese mechanics. One of the trapped men died of his burns, but the other, thanks to Frandock's action, survived.

Only after this incident did it become known that the previous year Frandock, while on an excursion to the Jebel Aulia Dam on the White Nile River, had seen a Sudanese friend fall from the dam. Without regard for the presence of crocodiles, Frandock dove into the river and pulled the floundering man to safety.

Sudanese newspapers made much of the incidents, one of them commenting: "Through such behavior, the feelings of all peoples meet, and all differences will disappear."



"Fortunately, we have been able to rely upon the Foreign Service for wise and informed counsel over the years The diplomatic corps has served us well in the peaceful pursuits we prefer and in the dangerous missions that are forced upon us We can be proud as Americans of the manner in which the Foreign Service has discharged its responsibilities"

President Lyndon B. Johnson
April 13, 1965

Foreign Service of the United States

At the core of virtually all American missions abroad, and all Country Team operations, is the Foreign Service of the United States. This overseas arm of the U.S. Government is comprised of more than 10,000 men and women including 3,600 career Foreign Service officers (FSO), 1,800 Foreign Service Reserve officers (FSR), and 5,600 Foreign Service Staff officers and employees (FSSO and FSS). These 11,000 people maintain some 115 diplomatic posts, 9 special missions, 220 United States Information Agency posts, and 154 consular posts around the world, and staff most of the positions in the Department of State in Washington.

Every Foreign Service officer is in a particular class, ranging from class 8 at the bottom to Career Ambassador at the top. Salaries range from \$6,451 to \$30,000.

In addition to his rank, which establishes his pay level, each officer has a title which establishes his status at his post. Among the diplomatic titles are: Ambassador, minister, counselor, first (second, third) secretary, and

attaché. Consular titles are: consul general, consul, and vice consul. Attachés are officers assigned to a post to do a specialized job. Labor and commercial attachés are Foreign Service personnel; agricultural, minerals, military, cultural information, and other attachés usually are not career members of the Foreign Service, but are assigned to an embassy from other U.S. agencies.

Many of the incidents used in this book to illustrate the work of the Foreign Service and the Country Team are dramatic or unusual. And, indeed, the Foreign Service is often an adventurous and exciting career. But, as in other careers, most days at most posts are filled with long hours of hard work; most people in the Foreign Service will never earn a headline. Yet, as Secretary of State Rusk has said, in their hands, more than in any others, are the issues of war and peace.

Although every Foreign Service career is different, a typical pattern might look something like this:

1. Upon entry into the Service the officer probably will receive about 5 months' training at the Foreign Service Institute in Arlington, Va., where special courses also are offered to Foreign Service wives. Then . . .

2. Four years assigned to overseas posts, with home leave every 2 years, followed by 2 years posted in Washington in the State Department, or perhaps one of the other foreign affairs agencies. At this point, many young officers ask for "hard-language training," which means 20 months of rigorous language and area studies at an overseas school operated by the Foreign Service Institute.

3. Perhaps 6 years in overseas posts with home leave every 2 years. During this phase

the officer might be shifted for a tour with another agency—the AID or information missions or the Peace Corps staff—to gain a different perspective.

4. Three years back in Washington on a country desk, and perhaps a year at the War College in Carlisle, Pa.

5. Overseas again for 4 years as deputy chief of mission.

6. Back to Washington at a high-level job such as member of the Policy Planning Staff. From this point on he may be selected for promotion to career minister, returning to the field as an Ambassador.

Retirement below the rank of career minister is mandatory at age 60; career ministers must retire at 65.

One other Foreign Service career class has been mentioned only in passing—the largest class of all, actually—the Foreign Service wives.

At every step along the way, and particularly when abroad, the Foreign Service wife makes a major contribution to her husband's work—whether by helping him directly, or by simply taking a constructive part in the life of the local community.

In addition, she is the one who bears the burden of raising a normal family despite the stresses of a constantly changing environment. One year she may live with the scent of carnations covering the hillsides of southern France; the next year she may become more accustomed to the perfume of camels.

During the interview of a Foreign Service applicant, one of the first questions asked is: "Are you willing to go anywhere in the world in the service of the United States?"

The answer must be, "Yes."



